


<p align="center">ARIZONA Department of Emergency and Military Affairs</p> <p align="center">POLICY LETTER</p>	<p align="center">POLICY LETTER NO. 20.03</p>	
	<p>DATE 01 Oct 03</p>	<p align="center">OPR AZAA-HR-EO</p>
<p>SUBJECT: Diversity Initiatives</p>	<p align="center">REGULAR POLICY LETTER DISTRIBUTION (POLICY LETTER 10.01)</p>	

1. One of the most valuable assets in accomplishing our mission is the adjustment to the shift in our American culture. The soldiers, airmen and civilians who make up each of the various divisions of the Arizona Department of Emergency and Military Affairs represent and reflect the demographics of our country and state. All of us must ensure diversity within our units. All commanders, managers, and supervisors must strive to achieve and maintain an environment promoting equality and equity for all agency civilian employees and Guard personnel.
2. Our existing EO/EEO policy strictly prohibits any discrimination based on race, color, religion, gender, national origin, disability or age. All commanders, managers and supervisors are responsible for and charged with reducing any existing under representation of minorities and women. To this end we must embrace demographic and cultural shifts that inclusively empower all members of our agency. This will be accomplished by connecting Equal Opportunity with Diversity Initiatives for all agency employees, and applicants for employment and/or organization membership.
3. To accomplish this goal we must be trained on how to embrace the cultural shifts that affect our ability to recruit and retain a diverse work force. The Arizona National Guard Diversity Initiative Program by Dr. Samuel Betances will be conducted by the trained diversity facilitators of our agency. Each employee of this agency, military, civilian, and technician personnel will receive this training.
4. Any questions or concerns may be directed to the State Equal Employment Manager/State Diversity Initiatives Coordinator at (602) 267-2786 or DSN 853-2786.

**THIS POLICY WILL BE POSTED ON UNIT AND
WORKPLACE BULLETIN BOARDS.**


 DAVID P. RATACZAK
 Major General, AZ ARNG
 The Adjutant General